Public Service Striving for Excellence Corporate HR Plan

Accountability: Excellence in Public Service

A Corporate Human Resources Plan for the Public Service of British Columbia

2002/03 - 2004/05

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BRITISH COLUMBIA

Message from the Minister

As the Minister responsible for corporate services across government, I am very pleased to present the first Corporate Human Resource Plan. I believe that this plan is a powerful tool that will create and foster excellence in British Columbia's public service.

British Columbia's public service faces many challenges – challenges that include fiscal pressures, increasing service demands and major cultural shifts. Through extensive employee consultations over the past year, employees have shared their ideas and strategies for improving customer service and fostering a productive, rewarding and learning work environment.

The Corporate Human Resource Plan is a strategy to rebuild and sustain a professional public service that provides quality services to meet the needs of British Columbians. This plan also supports government's Strategic Plan, which sets out the broader objectives of an open, affordable and accountable government focused on delivering the most efficient programs and services.

As implementation of the Corporate Human Resource Plan progresses, I am confident that our public service employees will demonstrate – once again – that they are among the most innovative and entrepreneurial professionals anywhere. My thanks to the employees of the Public Service for their efforts in helping us to develop and deliver on this plan.

Honourable Sandy Santori
Minister of Management Services

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Overview

This document represents many firsts for the British Columbia Public Service:

- first corporate human resource plan.
- first corporate vision statement.
- first corporate values statement.

It also represents the sharing of accountability for people management with a broad public service community and creating inclusive processes to build commitment. This first Corporate Human Resource Plan outlines the background to our plan and the key environmental and people management challenges the British Columbia Public Service is facing. More importantly, it highlights the consultation processes, the people goals and strategies that have been identified to meet the challenges, and the projects to implement the strategies. It is through these strategies that government will create a work environment where employees can achieve excellence in public service for the benefit of all citizens of British Columbia.

Our Beginnings

In 2001, the new government challenged the public service of British Columbia to review its core services and fundamentally change the way in which services and programs were delivered. All aspects of government were to be reviewed and streamlined to meet new fiscal realities.

To meet these challenges, a review of the people management policies, practices and programs of the public service began. No corporate human resource plan had ever existed to support achievement of the government's business plan.

The Public Service Renewal Project started in September 2001 with a mandate to "rebuild and sustain a professional public service that provides quality services to meet the needs of British Columbians." This project was to be the foundation for creating the first Corporate Human Resource Plan as well as the umbrella program to identify, design and implement the people strategies within the plan.

Three stages were outlined for the Renewal project:

STAGE Conducting employee consultations to identify the priority people-management challenges

September to December 2001

STAGE Designing people-management strategies to meet these challenges

January to December 2002

STAGE Implementing the strategies, designing additional strategies

August 2002 and onward

Stakeholder consultation and engagement are being used throughout all these stages to ensure the appropriate people management issues are addressed and that the strategies developed meet the needs of the public service.

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Our Key Challenges

Extensive survey research and employee consultations were conducted to assess the environmental and people management challenges facing the government and public service. The surveys reflect the opinions of more than 10,000 employees. The employee consultations included all Deputy Ministers, ministry executives, HR Directors, union representatives and a statistical cross section of public service employees.

Environmental Challenges

The environmental scan and research identified challenges facing the government and public service with human resource implications.

The government is facing significant fiscal and resource constraints.

- Fiscal pressures will continue to drive changes in the number of public services delivered and in the way that those services are delivered.
- Government will need strategic alliances with other sectors to accomplish its goals.

Public expectations of government are changing.

- There is an increasing requirement for transparency, openness, and accountability in government.
- Electronic service for 24 – 7 delivery brings rising citizen expectations regarding service and calls into question traditional delivery methods.

The public service employment relationship is evolving.

- Employees indicate in opinion surveys that the government is not meeting their need for effective leadership, training and development, or promotional opportunities.
- Employees expect flexibility, mobility and a personally satisfying balance of work and other activities.
- To be competitive with the country's best employers, the government must offer challenging work, provide training and development, and offer wages and benefits that will attract a talented and dedicated workforce.

The make up and requirements of public service employees are changing.

- Demographic changes anticipate the retirement of many public service employees who will leave with critical knowledge and experience. This is acute at senior management levels.
- The changing nature of work and the increasing use of technology drive the need for enhanced training and development.

The need for effective human resource management is more important than ever.

- The Province of British Columbia is a large employer requiring high quality, effective and progressive human resource management, policies and practices.
- Human Resource information systems must meet the needs of government – both central agencies and ministries – to enable effective succession planning, costing and organizational development.

People Management Challenges

Employee consultations were used to validate the issues identified in the extensive public service work environment surveys. They identified the key people management challenges.

No people strategy

- Lack of a corporate human resource plan to support the government and ministry plans.

Leadership challenges

- Managers' leadership and communication skills require improvement.
- The current system focuses on hiring and promoting technical managers and not people managers.

Poor performance accountability

- Recognition and incentives for doing a good job are inadequate.
- Difficult performance issues in the workplace are not dealt with.
- Employees perceive a lack of competency-based hiring.

Inflexible and de-motivating workplace practices

- Flexible workplace practices for all employees need to be enhanced.
- Compensation and staffing processes should be more responsive.

Insufficient training and development

- Development opportunities and resources for training are inadequate.

Declining employee-employer relations

- Employee morale is poor.

Our Public Service Vision, Values and Managerial Principles

To achieve the magnitude of change required, vision, values and principles statements were needed to provide a guide for the development of goals and strategies for the public service.

In April 2002, the Public Service Renewal Project was officially launched at the first leadership event of its kind in the public service of British Columbia. Senior leaders created vision and values statements with input from employees from all ministries. These statements were developed to support the government's strategic direction.

Vision

To achieve excellence in public service

Service excellence:
A professional public service that delivers the highest service quality and value for British Columbians

Work environment excellence:
A dynamic work environment that promotes innovation, learning and results

People excellence:
Passionate people who take pride in making a difference for those they serve

Values

Integrity: To conduct ourselves in an ethical, honest, consistent and professional manner.

Responsibility: To deliver affordable client-centered service and stewardship on behalf of citizens.

Accountability: To enhance efficiency, effectiveness and value in public services.

Respect: To treat those we serve, and each other, with courtesy, fairness, dignity and trust.

Choice: To foster innovation and creativity in providing quality services.

Managerial Principles

These principles will support government to operate with innovation, enterprise, result-orientation and accountability through:

- high standards of accountability, consultation and ethics
- focussed and efficient delivery of government services
- social and fiscal responsibility
- open and transparent government
- an innovative and goal-oriented public service

Our Corporate Human Resource Plan

The Corporate HR Plan is the defining human resource document to help us achieve excellence in public service and support the outcomes of the Government Strategic Plan. It is developed to support the people dimension of the Government's overall planning process — from the corporate level and ministry level to individual performance plans.

Through successive plans and strategies, we will create a work environment that will support its employees to excel in providing services to the people of British Columbia. Our success in focusing on our human resources is the key to overall government success.

Goals

Based on the key environmental and people management challenges and the government's strategic direction six goals were identified to achieve excellence in public service and to renew the public service:

- effective people strategy
- proactive and visionary leadership
- performance focussed workplace
- flexible and motivating work environment
- learning and innovative organization
- progressive employee-employer relations

Strategies

For each of these goals, strategies have been identified that will help accomplish the goal. These strategies were identified via input from across the public service and reflect the projects that people feel will have the greatest impact on renewing the public service and achieving the vision.

Goal	Strategy
Effective people strategy	- produce a corporate human resource plan - simplify human resource policies and decrease the number of regulations
Proactive and visionary leadership	- increase executive capacity and availability within the public service and enhance executive competency - deliver leadership opportunities to enhance leadership planning and commitment for better people management in the public service
Performance-focussed workplace	- focus on performance management to increase performance accountability and employee performance - create a clear and common set of behaviours that people need to demonstrate in delivering public services that support government's strategic plan
Learning and innovative organisation	- develop a Corporate Learning Strategy that will promote employee accountability for learning and development and enhance service quality
Flexible and motivating work environment	- establish simplified, competency and merit- based processes for hiring and enhance our ability to attract and retain qualified employees - establish awards and recognition programs to increase public awareness of innovation excellence and to enhance employee satisfaction, motivation and performance - recommend new best practices that support work life balance and increase service excellence - provide classification processes that are more responsive to business needs
Progressive employee – employer relations	- identify alternative dispute resolution processes to streamline and increase efficiency

A detailed summary of the strategies, their deliverables and performance measures is attached.

Project charters for each of these strategies include:

- *mandate, objectives, deliverables and outcomes/impacts*
- *human and financial resource requirements*
- *accountabilities, stakeholders and advisors*
- *detailed work plan with timelines and activities, and*
- *performance measures and evaluation processes*

Supporting Initiatives

In addition to the goals and strategies of the Corporate Human Resource Plan, there are three supporting initiatives that are fundamental to the long-term success of human resource planning.

- the Workforce Adjustment Strategy will align government's human resource with core service needs, to provide the public service with values, programs and skills to address future challenges;
- the Human Resource Information Systems project will provide the public service with the necessary timely information to make effective human resource management decisions;
- the Human Resource Opportunities project will address and improve the way people management services are provided within the public service. A new agency will be responsible for providing people management services. The new agency will provide leadership in the areas of recruitment, development and representativeness of the Plan.

Together, with the Corporate HR Plan, these initiatives comprise the new strategic focus in people management across the public service.

Our Accountabilities

Ultimately, we all own the Corporate Human Resource Plan. Every principle and operating procedure in the Corporate HR Plan has been to be inclusive. We will continually invite the input and participation of front-line and senior managers, the human resource community and employee representatives.

The Plan is integrated with government's strategic priorities. It is executed, focussed and will be achieved through progressive action. The Plan is dedicated to the support of Deputy Ministers.

The most important accountabilities are implementing the strategies and deliverables of the Corporate HR Plan. The success, timeliness and individual emphasis will belong to:

Deputy Human Resource Management Plans (DHRP)

In Corporate HR Plan supports the full support and engagement of the Deputy Minister. Each of government's strategic priorities will be addressed in a Deputy Minister's Human Resource Plan, guided by the development of respective ministry human Resource Management Plans.

The deliverables from the strategies implemented under the Plan will have and will help people management services to be delivered through the new human resource agency. Ministers will help determine which will be most critical to their success. The ministry will be responsible for the delivery of the Plan.

In addition, each ministry has its own unique human resource challenges to address. As a result, individual ministry (DHRP) are tailored to integrate with corporate and ministry specific human resource strategies to ensure it focussed to provide a vision to support their people.

The **Corporate Human Resource Plan** supports Government's Strategic Plan through the strategic management of our human resources – the people who give their knowledge, experience and expertise to public service. It is also the umbrella plan for ministry human resource plans.

Goal: Effective People Strategy

Project	Purpose	Deliverable	Outcomes and Measures
Corporate Human Resource Plan	To create a Corporate Human Resource Plan that outlines corporate initiatives and priorities for human resource management in the public service and that supports Government's Strategic Plan goals	- A published Corporate Human Resource Plan - Ministry Human Resource Management Plans - Timelines January 2002 – September 2002	- To create a sustained focus on human resource management Annual Corporate HR plan - To create a work environment that will enhance public service excellence Improved employee overall satisfaction measures from a current baseline of 60% by 2004/2005 - To guide the development of ministry Human Resource Plans 100% of ministries have Human Resource Plans
Deregulation	To simplify and reduce the number of human resource management policies, regulations and practices	- Policy, regulation and legislative changes - Timelines October 2001 – June 2004	- Legislative changes by 2003/2004 to simplify and enhance human resource management - 1/3 fewer regulations by 2004/2005 - Subsequent periods will measure improvements in human resource practices arising from de-regulation

Goal: Proactive and Visionary Leadership

Project	Purpose	Deliverable	Outcomes and Measures
Leadership Centre	To provide strategic and administrative support for the recruitment, selection and development of a community of capable leaders who have the skills, expertise and competencies to lead our public service into the future	- A Leadership Centre established - Executive orientation and development program - Executive Competencies - Timelines February 2002 – March 2003	- Increased executive capacity & availability within the public service Establish Leadership Centre 80% satisfaction rates by Executives who attend orientation and development programs - Enhanced executive competency Establish validated Executive competencies 100% DMs have competency development plans to support 360° feedback
Leadership Change Management	To create a focus on Leadership and Renewal	- Leadership workshops for Executives to launch Renewal and create a forum for human resource planning and action - Public service vision & values - Personal leadership commitments - Building Excellence Series I Manager Workshops - Leadership in Action Series II Manager workshops - Corporate Human Resource Plan - Ministry Human Resource Plans - Timelines April 2002 – April 2003	- Enhanced leadership planning and commitment 100% executives report personal commitment to Renew3 Goals 80% senior and mid-managers report workshops contribute to Renewal Goals and make personal commitment to Renewal Establish baseline of Leadership competencies - Cultural shift on human resource management 100% of ministries have Human Resource Plans

Goal: Performance Focussed Workplace

Project	Purpose	Deliverable	Outcomes and Measures
Performance Management	To create an integrated framework, tools and guidelines that support individual performance planning and development, and link employee goals to organizational goals.	· Guidelines, tools and training to assist ministries in performance management · Graduated approach for all managers to have Performance Management Plans · Timelines March 2002 – June 2004	· Establish an integrated performance management framework · Increased performance accountability 50% ministries include performance management in their Human Resource Plans in 2002/2003 100% ministries include Performance Management in their Human Resource Plans in 2003/2004 Future periods will measure impact on employee motivation and performance · Enhanced employee performance 100% excluded employees have Performance Management Plans in 2004/2005
Competency Framework	To create a clear and common set of behaviours that people need to demonstrate in delivering public services that support Government's Strategic Plan	· A dictionary of competencies for the BC public service · Core competencies, as well as executive, manager and supervisor competencies · A comprehensive web site including tools to help use competencies in recruitment and selection, learning and career development, succession planning and performance management · Timelines October 2001 – March 2004	· Increase awareness and implementation of competencies for human resource management processes Develop a baseline of people taking training and consulting the web site for information, with a target of 100 managers trained in 2002/2003, and 1,000 hits on the web site in 2002/2003

Flexible And Motivating Work Environment

Project	Purpose	Deliverable	Outcomes and Measures
Staffing Review	To develop & implement a simplified, competency and merit-based process for recruiting and selecting staff	· Legislative changes · New recruitment & selection policy and practices · Recruitment & selection principles · Information for ministries on policy implementation · Timelines January 2002 – November 2003	· Establish new processes by 2003/2004 Establish baseline for staffing cycle time with new processes in place · Enhanced ability to attract & retain qualified employees 75% managers and staff in test group indicate positive satisfaction levels with new staffing process
Rewards and Recognition Program Review	To improve the effectiveness of reward and recognition programs and practices	· Multi-level, multi-faceted recognition architecture · Pinnacle program (e.g. Premier's Awards) · Timelines May 2002 – May 2003	· Increased awareness by public and within public service of innovation excellence Implement the inaugural Premier's Awards event in 2003/2004 · Enhanced employee satisfaction, motivation & performance Ministries report formal recognition given to 20% of the public service in 2003/2004 Increased employee satisfaction response on individual recognition from current baseline of 29% by 2004/2005

Flexible And Motivating Work Environment (continued)

Project	Purpose	Deliverable	Outcomes and Measures
Flexible Work Options	Review current flexible workplace options and identify new best practices for inclusion	• Summary and communication of current programs for employees • Recommendations on new best practices that support work life balance and increase service excellence • Timelines January 2003 – June 2003	• Increased awareness of best practices Establish baseline of awareness and satisfaction levels of managers and employees with options in 2004/05
Classification	To improve efficiency and responsiveness of classification decision-making processes	• Recommendations for business process re-design of classification functions • A web-based workflow management system with document library of approved classifications to better track classification requests • Timelines January 2002 – March 2004	• Implement new systems over period of 2002/03 – 2004/05 • Establish baseline for cost and speed of service, using the workflow management system, and client satisfaction with new processes

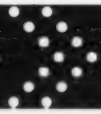
Goal: Learning And Innovative Organization

Project	Purpose	Deliverable	Outcomes and Measures
Corporate Learning Strategy	To create a framework for the future learning and development needs of the public service	• Corporate Learning Strategy and Training and Development Framework • Leadership and Management development programs • Employee core skills and competency development programs • Functional skills development in areas common and necessary to the public service at large • Recommendations on a Governance and funding model for employee training and development • Timelines May 2002 – November 2002	• Enhanced employee accountability for learning and developing Establish a baseline of employees who have personal learning plans based on their performance development plans • Cultural shift to learning as an investment Establishment of a corporate governance and funding model for employee learning and development to enhance service and performance Establish a baseline for funding that falls within the parameters of best practices

Goal: Progressive Employee/Employer Relations

Project	Purpose	Deliverable	Outcomes and Measures
Alternative Dispute Resolution	To examine alternative dispute resolution processes and activities	• New processes and practices for resolving disputes • Timelines January 2003 – June 2003	• Establish new processes and practices in 2003/2004 Establish a baseline for time, cost and satisfaction ratings by people involved in first year

* NOTE: We recognize that many of the measures represent starting points and that future measures will require the identification of more specific targets focusing on impacts and outcomes.

Public Service  Striving for Excellence **Corporate HR Plan**

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